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22 JAN 1958

MEMORANDUM FOR: Director of Training

FROM: Chief, Management Staff

SUBJECT: OTR Overtime

1. An analysis of OTR overtime usage and cost was made during the period 21 October - 23 December 1957 (Tab A). The findings and recommendations are developed in this memorandum. The analysis covered all OTR units except Operations School Headquarters and Covert Training. These two units are scheduled for review after the end of FY 1958.

2. OTR overtime payments for FY 1957 were \$116,895.23 (34,058 hours) (Tab B).

3. OTR supervisors have taken measures which will reduce overtime costs by about \$39,695.91 in FY 1958 and \$63,779.56 in FY 1959. The specific measures taken to reduce overtime costs are discussed in Tab A. The following table shows the units providing the estimated overtime savings and units with estimated increased costs for FY 1958 and FY 1959. FY 1957 is the base from which savings and increased costs are computed.

Office of Training
Estimated Overtime Savings and Increased Overtime Costs
FY 1958 & FY 1959

Unit	FY 1958 Estimated Overtime Savings	FY 1959 Estimated Overtime Savings
Director of Training	\$ 279.00	\$ 363.00
Plans & Policy Staff	125.00	125.00
Assessment & Evaluation Staff	1,846.55	1,927.36
Support Staff/Admin. Branch	651.00	1,122.60
Support Staff/Instructional Services Branch	2,636.70	2,636.70
Support Staff/Film Production Branch	65.55	65.55
Intelligence School	280.00	280.00
	23,438.11	40,833.35
	10,374.00	16,426.00
Total Estimated Overtime Savings	\$39,695.91	\$63,779.56

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Unit	FY 1958 Estimated Increased Overtime Costs	FY 1959 Estimated Increased Overtime Costs
Support Staff/JOT	\$ 2,000.00	\$ 2,000.00
Language Area School	60,500.00	60,500.00
Total Estimated Increase in Overtime Costs	\$62,500.00	\$62,500.00
	<u>Net Increase</u>	<u>Net Savings</u>
	\$22,804.09	\$ 1,279.56

a. Even though great effort has been made to reduce overtime work there will be an increase of about \$22,804.09 in overtime costs for FY 1958. This increase is due primarily to financing the after-hours language training program through overtime payments instead of using some other means of financing. There will also be a small increase in JOT overtime costs for FY 1958.

b. The measures recently taken by OTR supervisors to reduce overtime costs will be fully effective in FY 1959. However, the larger savings will be offset by increased JOT overtime costs and the continued financing of the after-hours language program through overtime payments. The net estimated overtime savings for FY 1959 will be \$1,279.56.

4. There are other measures which if taken immediately can further reduce OTR overtime costs by about \$14,034.00 in FY 1958 and \$33,655.97 in FY 1959. These measures are:

a. Close the language lab in Quarters I (capacity 12 students) and transfer students to I Building lab (capacity 32 students). Each lab services a maximum of 8 students per hour except during the first week of a training session when the labs are overcrowded. During the first week of a training session the use of the I Building lab could be regulated to provide equitable time for each student.
Estimated savings FY 1958 - \$1,825.00 (520 hours)
Estimated savings FY 1959 - \$4,375.00 (1,250 hours)

b. Stagger the work hours of two language lab technicians (Language Area School). One technician could work from 0700 to 1530, the other from 1800 to 2030. The third technician would provide supporting coverage. Since the I Building lab is constantly open from 0700 to 2030 Monday through Friday and from 1000 to 1400 on Saturday, the hours of work for the technicians should conform to provide full coverage and eliminate overtime.
Estimated savings FY 1958 - \$2,115.00 (600 hours)
Estimated savings FY 1959 - \$5,075.00 (1,450 hours)

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d. Exploring the possibility of reducing overtime requirements by a review of the grading and evaluation system. At present some 2,070 hours of instructor time is required to grade and evaluate student work for each 16 week Operations Course.

e. The Management Staff recommends that the above measures be carried out. After the end of FY 1958 the Management Staff will review the progress achieved.

25X1A6A 6. Effective 8 December 1957 overtime work in the [redacted] was discontinued except for emergency requirements. This measure which will reduce overtime costs for FY 1959 by approximately \$15,000.00 was taken on the premise that a reorganization of the Maintenance Section now in the planning stage will be rapidly resolved. The reorganization will provide personnel to process major alteration, maintenance, service and construction contracts. If the reorganization is unduly delayed, the Maintenance Section may have to revert to the use of overtime.

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7. To consolidate the overtime savings made and to be made as indicated in this memorandum an OTR policy governing the use of overtime should be issued to your supervisors together with administrative actions they can take to reduce overtime costs. A proposed OTR overtime policy and administrative actions to be taken by supervisors are contained in Tab C.

SIGNED 22 JAN 1958

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Attachments:

- Tab A - Analysis of OT Usage & Costs
- Tab B - Summary of OT Hours Worked & Payments
- Tab C - Overtime Policy

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MgtS/[redacted] *ap*

MRH